



Organizational Behaviour – an Introduction

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Outline

- Defining Organization, behaviour and Organizational Behaviour
- Basic assumptions of OB
- Fundamental Ideas
- Levels of OB
- Why study OB?
- OB and HRM
- Applications of OB
- Historical Developments in OB
- Emerging Concerns

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What is an organization?



Organization

- Organizing: Arranging the activities of the enterprise in such a way that they systematically contribute to the enterprise's goals.
- A deliberate arrangement of people to accomplish some specific purpose.
- An organization is a consciously coordinated social entity, with an identifiable boundary, that functions on a relatively continuous basis to achieve a common goal or set of goals.

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What is a behaviour?

- Response of the organism or system to various stimuli or inputs, whether internal or external, conscious or subconscious, overt or covert, and voluntary or involuntary.

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Organizational Behaviour



- Understanding human behaviour at work (individual, interpersonal, groups dynamics etc).
- Systematic study of human behaviour in organizational settings.
- OB is multidisciplinary in nature.

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**"I always give 110% to my job.
40% on Monday, 30% on Tuesday, 20% on
Wednesday, 15% on Thursday, and 5% on Friday."**

Basic assumptions of OB

- Organizations consist of people.
- Motivated people work effectively.
- Disparity between organizational and individual goals.
- Impact of policies and procedures on people are not always predictable.

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Fundamental Ideas

- Each individual is different.
- Multiple roles of employees.
- Motivation: the force behind.
- Human dignity.

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Levels of organizational Behaviour

- Organizational process: change management, organizational culture and climate.
- Group process: team dynamics, conflict, leadership, power and politics.
- Individual processes: perception, personality, attitudes, motivation.

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Why study organizational behaviour?

- Understand employee behaviour
- Predict employee reactions
- Plan for effective interventions

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Organizational Behaviour and Human Resources Management

Applications of OB

- Improving quality of work-life
- Improving employee performance
- Improving organizational effectiveness

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Historical developments of OB

- Industrial psychology: applying psychological techniques in industrial set-up.
 - Walter Dill Scot (1869-1955):- applying psychology in advertisement and selling.
 - Edward K Strong Jr.,:- guidance and vocational training (Strong – Campbell interest inventory).
 - Hugo Munsterberg (1863-1916):- research into industrial accidents and book “Psychology and Industrial Efficiency”
 - World Wars and Industrial Psychology

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Historical developments of OB...

- Scientific management movement
 - Frederick. W. Taylor
 - ▶ Four principles of scientific management:
 1. Scientifically study each part of the job and develop best method (time-and-motion study)
 2. Select and train workers using scientifically developed methods
 3. Cooperate with workers to ensure that they use the proper method
 4. Divide work and responsibility among management and workers
 - Incentives for increased productivity

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Historical developments of OB...

- Human relations movement
 - The great depression and its implications
 - Rise of trade unionism
 - Hawthorne experiments
 - ▶ First set of studies (1924-27): illumination studies
 - ▶ Second set of studies (1927-1932): relay assembly test room study
 - ▶ Third set of studies (1931-1932): bank wiring observation room study
- Hawthorne effect

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In the late 20th century

- OB becoming interdisciplinary
 - Psychology
 - Sociology
 - Communication
 - Anthropology

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Emerging concerns

- Technological changes.
- Globalization.
- Cultural diversity and teamwork.
- Ethical management and corporate social responsibility.

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